



CITY OF DURHAM | NORTH CAROLINA

Date: June 15, 2015

To: Thomas J. Bonfield, City Manager
Through: Wanda S. Page, Deputy City Manager
From: Bertha T. Johnson, Budget and Management Services Director
Joshua S. Edwards, Strategic Initiatives Manager
Subject: Strategic Plan Update and Adoption

Executive Summary

In April 2011, City Council adopted the City of Durham's first Strategic Plan. Strategic planning determines where an organization is going, how it's going to get there, and measures success over time. It ensures the most effective use of the organization's limited resources by focusing on key priorities.

Since the adoption of the Strategic Plan, the organization has increasingly become more focused on strategic decision-making at both operational and long-term levels. The City has also made great strides at sharing performance with residents through the performance dashboard in an easy to use and transparent manner. The leadership of the organization has developed a shared vision and provided the structure to complete the highest priority goals through the Strategic Plan.

In September 2014, the second major update of the citywide strategic plan began, enabling staff, residents, and key stakeholders to provide input on the existing objectives, measures, and initiatives. This major update was an opportunity to assess the plan in its entirety, make modifications, and add new objectives, measures, and initiatives.

Community and staff input are essential to any successful strategic planning process. A key component of the update has been to engage residents, stakeholders, and city staff in an effort to understand their vision of the five strategic plan goals and their ideas for specific projects and activities. Information obtained from the surveys and visioning sessions was used to help guide the Strategic Plan update.

Recommendation

The Administration recommends that City Council adopt the three-year Strategic Plan, FY 2016 - 2018.

Background

In April 2011, City Council unanimously adopted the City's first Strategic Plan. The plan took over a year to develop and helped the organization identify long-term direction, short-term

goals, and action steps for the future. Leadership has worked diligently to create a data driven, performance-based culture throughout all levels of the organization. This culture has helped to align department priorities and work plans with the Strategic Plan.

The current Strategic Plan was adopted by Council on April 15, 2013. The Strategic Plan outcome measures, objectives, intermediate measures, and initiatives have all made significant progress since the original adoption of the plan. A majority of the current initiatives are meeting or exceeding target. In addition, 38 of the 91 initiatives have been completed. The organization is trending in the right direction, but new initiatives from an updated plan are needed to continue this momentum.

In September 2014, the second major update of the citywide strategic plan began, enabling staff, residents, and key stakeholders to develop a road map to help guide the City through the next few years.

One of the first responsibilities staff were tasked with was to develop a five year community engagement strategy. The primary goal of the engagement strategy was to seek resident views on the City's Strategic Plan to help develop a better collective vision. It was determined that the best way to reach out to the community was to attend community events and provide one-on-one interactions. The Strategic Plan update survey was first introduced at the Latino Festival and subsequently shared at other well attended events like the Senior Holiday Party and PAC meetings. Information was also shared through:

- Neighborhood Associations
- Social Media
- Libraries & Community Centers
- Press Releases
- DTN: City Hall this Week

The main questions asked in the survey and in follow up vision sessions were:

- What does each Goal mean to you?
- What is most important to accomplishing each Goal?
- What's the biggest challenge to achieving each Goal in the next 5 years?

Thanks to over 1,200 survey responses, residents and city staff were able to provide valuable input regarding the five strategic plan goals and ideas for how the City can realize these visions. City Goal teams utilized the input as they worked to develop new initiatives and objectives with the goal of continuing to successfully implement the City of Durham's five Strategic Plan goals.

Issues/Analysis

The Strategic Plan will:

- Enable the City Council to set direction for the organization and establish priorities;

- Set the stage for budgeting, resource allocation, delivery of services, performance measurement, and evaluation;
- Provide standards of accountability for people, programs, and allocated resources;
- Develop better and more effective communication throughout the organization and community;
- Align with the budget to continue a thoughtful approach to finding long term solutions to our challenges and accomplishing success.

Alternatives

City Council can choose not to adopt the Strategic Plan and/or direct staff to continue refining the plan for consideration by City Council at a later date.

Financial Impact

N/A

SDBE Summary

N/A

Attachments

Updated Goal Pages will be provided later